

Integrated system revolutionizes Y-12 business

Heidi Spurling

The times they are a-changin'. Songwriter Bob Dylan's lyrics are more applicable than ever at the Y-12 National Security Complex.

Integrated system

Change from the bottom up, top down and inside out is evident in the Planning and Integration directorate's recent implementation of an integrated project controls system. The system essentially revolutionizes the way Y-12 does business.

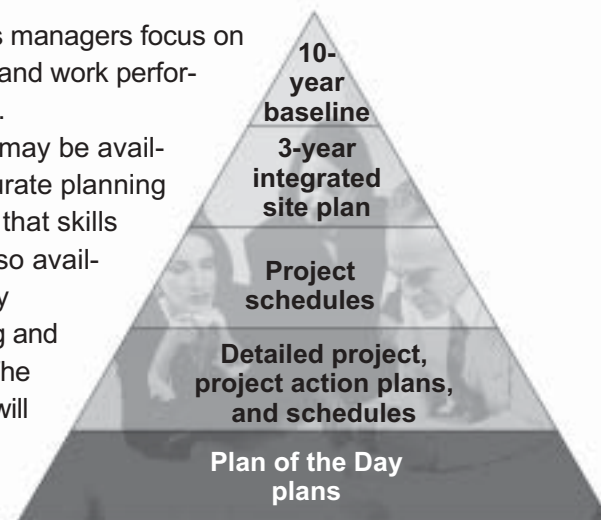
Integrated is the key word. The system combines stand-alone tools—cost estimates, schedules, resource demands, baseline planning and performance measurement and reporting—into a centralized planning system.

Planning and performance

Whereas funds management has been the traditional approach to managing performance, the integrated project

controls system helps managers focus on work scope planning and work performance measurement.

"Although funding may be available to do work, accurate planning is required to ensure that skills and resources are also available," explained Larry Cumberland, Planning and Integration director. "The performance metrics will highlight a problem in cost or schedule execution relative to the plan. Management can focus



Y-12's new project controls system integrates estimates, schedules, resources, planning and performance measurement.



attention on the deviation to resolve the issues and return to planned performance."

Jennifer Bates, manager of the Project Controls division, seconds the system's reliance on accurate planning: "It is a disciplined system of planning work rather than budgets and provides the ability to prioritize and plan scope according to funding availability."

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60th anniversary

President and General Manager Dennis Ruddy presents a memento to former Y-12 employee and historian Bill Wilcox at the 60th anniversary celebration held Feb. 18. See page 4 for more photos of the festivities.



BWXT Y-12 and ATLC rally for relay

BWXT Y-12 is again participating in the American Cancer Society's Relay for Life scheduled for May 2 and 3. This year, the Atomic Trades and Labor Council, led by captain Sherry Barrow of Manufacturing, is going to coordinate with Y-12's effort, which is a real boon to the team.

Debbie Hunter of Safeguards, Security, Counterintelligence and Policy is leading the BWXT Y-12 effort. Hunter noted that she and Sherry "are both excited about the opportunity to work together to make this Y-12 team a real success."

Malee Bailey, Angela Booker, Kathleen Cole and Angel Chabot of Facilities, Infrastructure and Services and others already have joined the ATLC effort. Debbie's team is up and running, too, including Bob Hawthorne and Debbie Reed of FI&S, Cathy Hickey and D. Ray Smith of Infrastructure Reduction and many others.

To join the fun or make a donation, contact Debbie Hunter (Itk) at 574-8022 or Sherry Barrow in Building 9215. Secure your health—join the Relay for Life.

From Denny's Desk . . .

Since joining BWXT Y-12, I have felt very welcome and at home here. I am getting acquainted with many of our employees through meetings and workplace walk-throughs. I was especially honored to represent current and former employees of Y-12 in our 60th anniversary celebration on Feb. 18. It gave me an opportunity to meet many of you and to celebrate Y-12's past and current contributions to the security of our nation. I look forward to meeting many more of you in the days and weeks ahead.

Many of you are naturally interested in my vision of the future for Y-12. My vision will be formed to some degree by each of you and the needs of our customer. It will take some time for it to become clear and for me to communicate it to you. I can say that it will be built on some basics—the most important is an all-out commitment to safety. Said another way, we must be passionate about safety.

So, what does it mean to be passionate about safety? It means that a concern for worker safety should be at the top of every list. It means that we want to build on safety improvements already in place and to take these improvements to new heights. For example, I am very pleased that the lost-workday case rate here at Y-12 is as low as it has been in 10 years.

Some say that is a great achievement. I say it is a good start. Even with these improved statistics, more than 100 people were injured last year. That is unacceptable. What can we do to make Y-12 as safe a workplace as it can possibly be?

The key is to find the things that can hurt people before the people get hurt. This requires a process that trains and focuses us on the things around us that not often, but eventually, could result in an injury. This must be followed by an absolute commitment on everyone's part to fix the safety issues once they are identified.

I have experience with such a process—Behavior-Based Safety. To get us started, I have asked Les Reed, director of Environment, Safety and Health, and his team to develop this important process here at Y-12. I will write more about the details of Behavior-Based Safety in the future, but the basis of this program is the personal involvement of every employee from every area of the Complex to make our workplace safer. Behavior-Based Safety puts ownership for safety into the hands of every employee and establishes management accountability to follow through on needed improvements.

Let me close with a personal request for every Y-12 employee to come forward and tell me what needs to be fixed. And together, let's get things fixed so that Y-12 is both a safer and more productive environment.

This is a very exciting time to be at Y-12, and I sense this from both our employees and our customer. The Y-12 National Security Complex is absolutely vital to the safety and security of our nation. We have a big job to do. Let's do it safely!

Safety is our most important product!



Dennis Ruddy

Workshop addresses security needs

The Institute of Nuclear Materials Management will host a Safeguards and Security Workshop April 29–May 1 at the Oak Ridge Mall. The theme for the workshop is "Safeguards and Security: A New Era." The workshop will address technological and methodological solutions that address today's safeguards and security issues. Space for posters and technology demonstrations will be available.

For more information, visit the INMM Web site at www.inmm.org, or contact Debbie Matteo (m5d, 241-2565) or John Sorbo (sjn, 576-2363).

Integrated system

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The system integrates the planning functions for all direct-funded work, including construction projects, development efforts, manufacturing work, facility maintenance and infrastructure reduction scope. The work plan then feeds Y-12's Ten-Year Baseline.

"With a more accurate baseline, we can forecast the resources required to perform work in the outyears," noted Armando Garza, manager of the Projects and Capital Planning division.

Future plans

Cumberland plans for the system to evolve to include work executed with indirect funds. He also wants to incorporate more detailed work plans and better performance measures.

The project controls system is the culmination of an 18-month effort by 140 persons from across Y-12. Cumberland has nothing but praise for the team. "My respect for the people accomplishing this task is exemplified by my belief that Y-12 has the finest work planning and performance measurement system in the Nuclear Weapons Complex."

Mega-tons of waste leaving Y-12 site

Heidi Spurling

What do the male Asian elephant, the U.S. Air Force's World War II P-51D Mustang aircraft and the annual shipment of waste from one Y-12 off-site facility have in common? They each weigh roughly 12,200 pounds.

In 2002, Y-12's Waste Operations organization, which is a part of the Facilities, Infrastructure and Services directorate, supported shipment of 62 containers of hazardous, polychlorinated biphenyl and radioactive waste from the Union Valley Sample Preparation Facility, an off-site laboratory managed by the Analytical Chemistry organization. The total weight of material shipped was 12,200 pounds—that's just waste from one facility.

The 21-member Waste Operations organization removes waste generated as part of the Y-12 mission. The organization coordinates waste characterization, packaging, certification and shipment and ensures that waste is picked up and managed by Bechtel Jacobs Company.

"We work with waste generators and then recommend the most efficient, most cost-effective disposal options," said Ken Cooper, who manages the Waste Processing section.

"We actually get to see waste disappear, and there's a huge satisfaction associated with that," said Cooper.

Stacey Rathke, acting manager of Waste Operations, likes the head-'em-up, move-'em-out attitude of Waste Operations. "For the



Themeka Rogers of Waste Operations inspects packaged waste ready for dispositioning. The waste usually is transported on flatbed trucks in 55-gallon drums or B-25 boxes.

longest time waste has been accumulating around Y-12," said Rathke, "so it's actually fun to see it finally dispositioned."

If you're ready to dispose of refuse, contact Cooper at 576-0635 (phone) or kcv (e-mail) or Rathke at 574-9394 (phone) or sr5 (e-mail).

DSW supports national security

Patrick McCoy

"What the heck is DSW?" DSW stands for Directed Stockpile Work, which is Y-12's core mission. Y-12 exists to support various national security initiatives as directed by the National Nuclear Security Administration, especially the surveillance, refurbishment and dismantlement of nuclear weapons.

Bill Reis, director of Stockpile Programs, notes that DSW program managers "are basically team leaders and are respon-

Every weapon in the stockpile contains components manufactured at Y-12.

sible for the scope, schedule and budget for projects supporting the stockpile. However, folks from organizations across the factory make

up these teams and are the ones who safely and effectively meet DSW production schedules and program milestones."

Y-12's capabilities are essential for producing and maintaining the "secondary" components of nuclear weapons. Every weapon in the stockpile contains components manufactured at Y-12, and Y-12 is the only facility in the nation capable of manufacturing and remanufacturing the components necessary for assembling secondaries.

Reis' team plans for and executes Stockpile Life Extension Programs, such as the W87 Peacekeeper for the U.S. Air Force. Other critical stockpile support roles include the dismantlement of retired weapons and handling nuclear materials removed from weapons. Y-12 also participates in ongoing inspection and evaluation of the stockpile through quality evaluation and stockpile surveillance.



Machinist J. David Baker (left) of Manufacturing demonstrates how tooling is machined to Bill Reis, Stockpile Programs director.

Y-12 celebrates 60th anniversary

Y-12 kicked off its 60th anniversary year on Feb. 18 with several events on- and off-site, including a ceremony in the cafeteria with Rep. Zach Wamp; Bill Brumley, manager, National Nuclear Security Administration Y-12 Site Office; Dennis Ruddy, BWXT Y-12, L.L.C., president and general manager, and Bill Wilcox, Y-12 historian, speaking. Observances of the 60th anniversary will continue throughout 2003.



1.

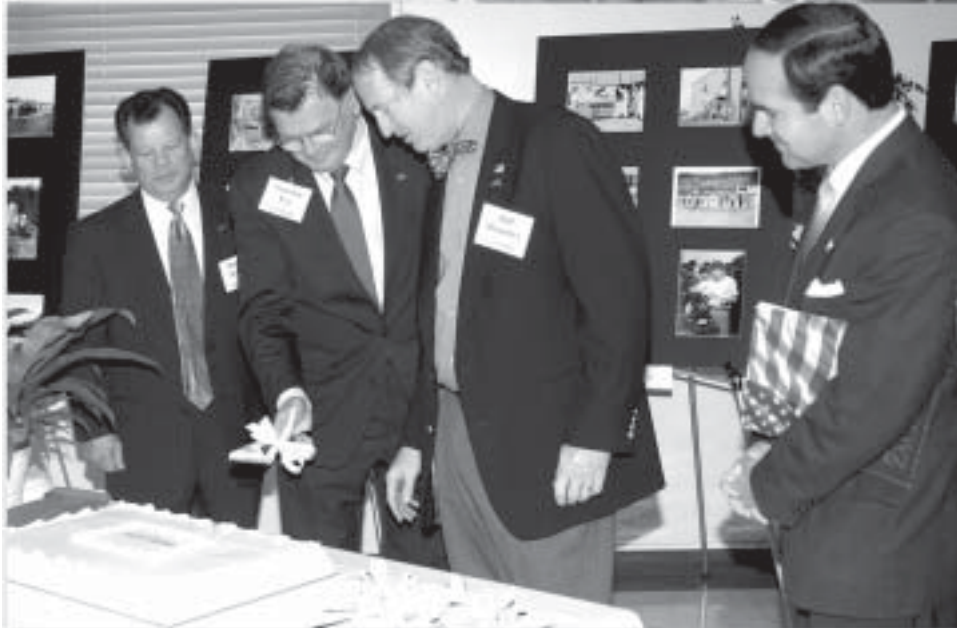
1. Ruddy greets employees during a tour of Y-12 facilities.
2. Ruddy and Wamp on stage during the 60th anniversary ceremony at the cafeteria.
3. Ruddy chats with workers in Alpha I.
4. Ruddy, Gordon Fee (former president and Y-12 plant manager) and Brumley help in the cake-cutting ceremony as Wamp looks on.
5. Former Y-12 employee Margaret Morrow (now with the U.S. Department of Energy, Oak Ridge Operations Office) speaks with employees during a tour of Y-12.



2.



3.



4.



5.

Employees profile former Pantexan

Martha Polston and Gary Lovelace of Manufacturing scanned the Pantex employee newsletter and compiled these “From Denny’s Desk” excerpts. Perhaps this list will emphasize the focus on safety of Dennis Ruddy, our new president and general manager.

- “Teamwork that delivers results” — Pantex slogan
- Say to yourself, “Today I will improve one thing.” If each of us works every day to improve one thing, at the end of the year we will have made more than half a million improvements. That is the power of people working together.
- Goal of the Behavior-Based Safety program: “Incident-Free Environment and Accident-Free Careers”
- World-class safety through 5 Ss: Sorting, Simplifying, Sweeping, Standardizing, and Self-Discipline

Highlights of Ruddy’s first year at Pantex include:

- *accelerating hiring to reduce overtime demands;*
 - *surpassing pit repackaging goals while reducing radiation exposure to packaging personnel;*
 - *accelerating beryllium testing of personnel by two years;*
 - *establishing several education initiatives, including a graduate studies program in engineering at a local college, a new MBA program and a \$300,000 scholarship program for area youth;*
 - *decreasing layers of management in the Manufacturing division;*
 - *establishing departmental safety representatives with direct responsibility for weapons operations; and*
 - *reducing the accident rate by 46 percent and lost-time injury by 59 percent.*
-

Six Sigma improves work processes

Recently, Melissa Leinart of Public Affairs sat down with Mark Barth, director of Capital Program and site champion of the Six Sigma Program, to discuss aspects of Six Sigma at Y-12.

Leinart: *What is your role in the Six Sigma Program?*

Barth: Someone has to champion the program. As the site champion of Six Sigma, I champion the process improvements. I do not “own” the processes, but I do own the process resources along with the Six Sigma black belts.

Leinart: *From employees’ perspectives, how does the Six Sigma Program affect their daily activities, and how can they benefit?*

Barth: As a government contractor, we have to show improvements in processes to our customer by bringing in more work at less cost, or we risk our job security. Basically, if we aren’t getting better, we’re getting worse. The Six Sigma Program can help ensure our long-term future at this site, thus providing job security to employees. If we can help in simplifying or correcting problems within processes, everyone benefits—employees, management, the Complex and our country.

Leinart: *How does an employee interested in becoming a black belt or yellow belt go about entering the Six Sigma Program?*

Barth: There are several levels of the program in which employees can become involved. At the highest level, we have six full-time black belts. These are experienced employees with recognition across the site. At the next level, yellow belts map processes and gather data in their area.

If a person does not want to go through the extensive training



Melissa Leinart of Public Affairs chats with Mark Barth, Y-12 Six Sigma site champion.

or commitment to the higher levels, he or she can become involved as part of a Process Improvement Plan team. Each of us working at Y-12 is involved in processes every day to do our jobs. The person working in a particular area is the expert in those processes that directly affect his or her area.

Submit PIP suggestions on the Six Sigma form located at www-internal1.y12.doe.gov/6sigma/submit-ideas.html.

Quote of the month

“ In the truest sense, freedom cannot be bestowed; it must be achieved. ”

—Franklin D. Roosevelt (1882-1945), September 22, 1936

Let's play ball!

- The Y-12 Employees' Society is calling for softball teams to participate in the 2003 co-ed YES softball season.
- The league is open to all U.S. Department of Energy and contractor employees, retirees and their spouses.
- Team rosters and registration fees of \$250 are due by April 18 to Peter McKenzie, P.O. Box 4262, Oak Ridge, 37831-4262.
- Checks are to be made payable to Y-12 Employees' Society.
- Entries will not be accepted after the deadline; entries received without payment will not be accepted.
- The games begin in May at Clark Center Recreational Park.
- Games will be on Mondays, Tuesdays and Thursdays on the upper field.
- For a copy of the league rules, roster sheets or more information, contact Peter McKenzie at 574-3624 or by e-mail at mckenziepe@y12.doe.gov.



yes. Upcoming Events Y-12 Employees' Society

Keeneland Spring Races

*Ashland (Gr. I) Stakes
Saturday, April 5
Cost \$38 per person
(\$42 for non-YES members)*

Join us for a day of fun
at Keeneland in Lexington, KY!

Contact Peggy Campbell at uho@y12.doe.gov or
574-1719 to sign up!

YES company picnic

When: May 9, 2003

Where: Clark Center Park

More details to come

Service Anniversaries

March

49 years

Quality Assurance: Russell T. Goodpasture

43 years

Financial Management: William R. Ragland

40 years

Facilities, Infrastructure and Services: Eddie G. Bailiff

35 years

Capital Program: Thomas E. Smith

Manufacturing: Arthur G. Mitchell

Prime Contract: Samuel L. Gaines

Quality Assurance: Joseph P. Konopka

30 years

Business and Information Systems: Janice C. Hickman

Engineering and Technology: Joe G. Arnold, Jerry W. Whittaker

Facilities, Infrastructure and Services: Ernest C. Wright

Manufacturing: Arnold E. Aldridge, Iliff D. Conger

Performance Assurance: Mack I. Sparks

25 years

Business and Information Systems: Michael L. Lovely, Condly D. Sharp

Environment, Safety and Health: Richard A. Hamby, Sherilu D. Rowan

Facilities, Infrastructure and Services: Charles R. Boruff, Harold W. Duncan, Gus E. Johnson, Glenn L. Killough, Willie J. Richie, Gloria J. Shell

Manufacturing: Shirley A. Hamilton, Jeffrey N. Pipes, Paul E. Slover, Robert L. Stooksbury

Quality Assurance: Theresa K. Smith

20 years

Business and Information Systems: Norma P. Conklin

Facilities, Infrastructure and Services: William A. Cate

Manufacturing: Allen T. Woods

Performance Assurance: Patricia L. Johnson



Will the new plant manager
resume all-hands meetings with
employees?

There are plans for President and General Manager Dennis Ruddy to meet with employee groups on a regular basis. Details of those meetings currently are being worked.

Quit smoking



It's a proven fact that tobacco products are the cause of a multitude of health problems, including lung and mouth cancers, cardiovascular disease and chronic obstructive pulmonary disease. But sometimes fear of sickness, even death, isn't enough to deter someone from smoking or using smoke-

less tobacco because they can't break the psychological and physical addictions to nicotine.

If you want to break away from your nicotine addiction and would like support from those who understand your situation,

then check out the development of a new group meeting, part of the Tobacco Cessation Program provided by Y-12 Medical Services.

Dr. Russ Reynolds has more than 20 years' experience supporting individuals as they quit using all forms of tobacco. He is offering to coordinate on-site group meetings every two weeks if there are enough interested people.

If you would like to participate, contact Dr. Reynolds (574-3434, reynoldsrv@y12.doe.gov). Advise him of your interest, as well as when and where you would prefer this group clinic to be held.

Four generations at Y-12

“ Since the beginning of Y-12, with the exception of a few months in 1945, someone from the four generations of the Sampsel family has been employed at Y-12. I also have a niece, by marriage, Scarlett Sampsel, currently employed at Y-12 and my future son-in-law, Graham Cowan, is with Y-12 Construction. I guess you might say Y-12 has been, and is, a part of the Sampsel family. ”

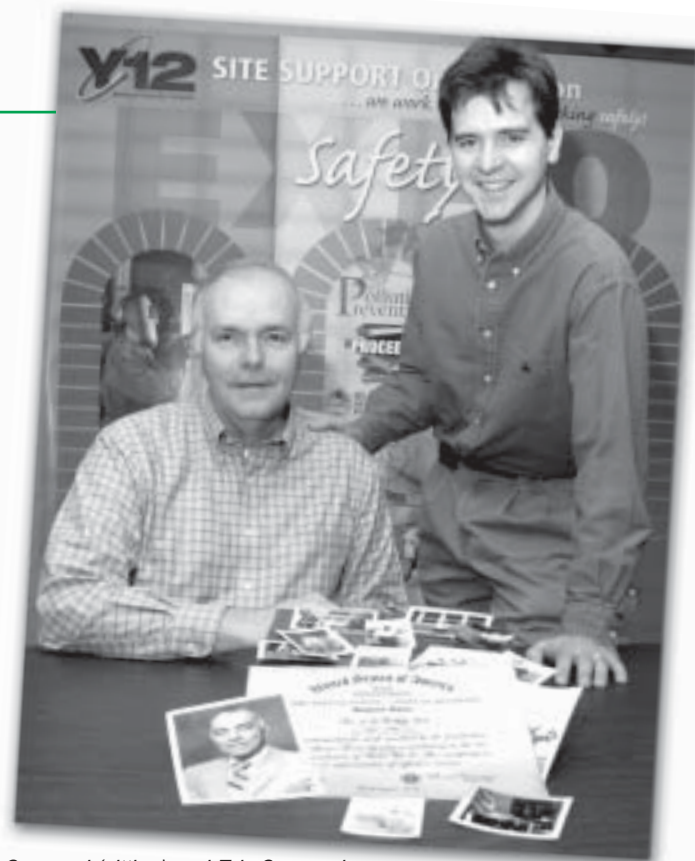
—Dick Sampsel, Y-12 PSS

Son—Eric R. Sampsel, chemical engineer hired in 2002 also served as a co-op student 1994–96

Father—Dick Sampsel, Plant Shift Superintendent's office, 1975–present

Grandfather—Roy Sampsel, Enriched Uranium Operations electrician, 1949–83

Great grandfathers—C.A. Sampsel, Security, 1943–45 and H.E. Adcock, Security, 1943–45



Dick Sampsel (sitting) and Eric Sampsel reminisce about their family ties with Y-12.

Let's walk, Y-12

The Anderson County March of Dimes WalkAmerica will be held Saturday, April 12, at the Melton Hill Drive Greenway in Oak Ridge. Registration begins at 8 a.m. and the walk begins at 9. A free T-shirt will be given to each walker. If you, a friend or a family member would like to participate as a member of the Y-12 team, contact Rick Wilson (wilsonrr1@y12.doe.gov, 576-2878). The March of Dimes WalkAmerica has been raising funds for more than 30 years to support research and programs that give babies born prematurely or with birth defects a fighting chance at life. For more information regarding the March of Dimes, log onto www.marchofdimes.com.



Vehicles negotiate flooded First Street at Y-12.



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Rep. Zach Wamp presents flag to Y-12 firefighters

Rep. Zach Wamp, third from left, presents Mike Bradshaw and Scott Vowell, both of the Y-12 National Security Complex Fire Department, with a flag that has flown over the U.S. Capitol. At right is Y-12 employee Robert Smith, who requested the flag for the fire department. The presentation was made as part of Y-12's 60th anniversary celebration, which was held Feb. 18.

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